

Graduate School of Nursing, Midwifery & Health



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FACULTY OF HUMANITIES AND SOCIAL SCIENCES

**2013**

# **HLTH 524: Leadership and Management in Health Care 30 points**

## **Trimester 2**

## **Course Coordinator: Dr Robyn Maude**

**Trimester dates: 15 July to 17 November 2013**

**Mid-trimester break: 26 August to 8 September 2013**



## IMPORTANT NOTICE

The Graduate School of Nursing, Midwifery & Health at Victoria University of Wellington, uses all reasonable skill and care in an effort to ensure the information and course content information contained in this outline is accurate at the time of going to print.

Students should be aware, however, that in the event course timetables and venues need to be changed, all attempts will be made to notify the students.

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## **Section 1: Operational Information**

### **COURSE COORDINATOR & CONTACT DETAILS**

Dr Robyn Maude, Senior Lecturer  
Ph: 04 463 6137  
Email: [robyn.maude@vuw.ac.nz](mailto:robyn.maude@vuw.ac.nz)

### **POSTGRADUATE STUDENT ADMINISTRATOR**

Annemarie Thorby  
Ph: 04 463-6647  
Email: [annemarie.thorby@vuw.ac.nz](mailto:annemarie.thorby@vuw.ac.nz)

### **POSTAL ADDRESS**

Graduate School of Nursing, Midwifery & Health  
Victoria University of Wellington  
P O Box 7625  
Newtown  
Wellington 6242

### **PHYSICAL ADDRESS**

Level 7, Clinical Services Block (CSB)  
Wellington Regional Hospital  
Riddiford St, Newtown  
Wellington 6021

### **OFFICE HOURS**

The Graduate School office will be open Monday 7 January 2013 and close on Friday 20 December 2013 from 9.00am – 4.00pm weekdays.

In keeping with the practice of other years, academic staff will not be available on Fridays, except for the times they are involved in Schools. Please contact the course coordinator directly either by telephone or email should you wish to make an appointment or discuss course related issues.

## COURSE TIMETABLE

WEEK STARTING MONDAY	DATES	EVENT	ACTION
15 July 2013		Trimester 2 begins.	Reading. Ensure you have access to BlackBoard.
22 July 2013			
29 July 2013	29 <sup>th</sup> & 30 <sup>th</sup> July	First school	School attendance <b>Assignment One due 30<sup>th</sup> July</b>
5 August 2013			
12 August 2013			<b>Assignment Two due</b>
19 August 2013			
26 August 2013		<b>Mid Trimester Break</b>	
2 Sept 2013		<b>Mid Trimester Break</b>	
9 Sept 2013	12 <sup>th</sup> & 13 <sup>th</sup> September	Second School	School attendance
16 Sept 2013			
23 Sept 2013			
30 Sept 2013			
7 Oct 2013			
14 Oct 2013			<b>Assignment Three due</b>
21 Oct 2013		Trimester Break	
		Trimester 3 begins	

## **SCHOOL TIMETABLE**

### **1<sup>st</sup> SCHOOL**

Dates: Monday 29<sup>th</sup> & Tuesday 30<sup>th</sup> July 2013

Times: 0830 - 1630

Venue: CS801, Level 8, Clinical Services Block, Wellington Regional Hospital, Riddiford St, Newtown, Wellington.

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### **2<sup>nd</sup> SCHOOL**

Dates: Thursday 12<sup>th</sup> & Friday 13<sup>th</sup> September 2013

Times: 0830 - 1630

Venue: CS801, Level 8, Clinical Services Block, Wellington Regional Hospital, Riddiford St, Newtown, Wellington.

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## **Section 2: Academic Requirements**

### **COMMUNICATION OF ADDITIONAL INFORMATION**

All course information and information on changes that occur during the course will be conveyed to students via Blackboard or student Victoria email.

### **COURSE PRESCRIPTION**

This course explores current theories of leadership and management in relation to complex and dynamic health care environment. Topical issues in health care are used as cases for critique and discussion. Leadership qualities and efficient working relationships in the health care setting are addressed.

### **COURSE LEARNING OBJECTIVES**

Students who pass this course will be able to:

1. Identify and critique current theories of leadership and their applicability to the health care environment
2. Critically analyse topical health issues and their implications for leadership in the health care sector
3. Identify leadership and management skills required to implement positive change in health care settings
4. Reflect on their own leadership styles and goals, and opportunities for influencing organisational development within health care settings
5. Interact effectively with colleagues in joint learning activities and problem solving activities.

### **TEACHING FORMAT**

This course is delivered via 2 face-to-face seminar type “schools” at the Graduate School of Nursing Midwifery & Health. The days will be a mix of lectures and small group activities. A distance component supported by Blackboard forms part of the course and supports student achieving their learning objectives.

## **NURSING COUNCIL OF NEW ZEALAND NURSE PRACTITIONER COMPETENCIES THIS COURSE MEETS (NCNZ 2008)**

- 1.1 Practices within a nursing model to apply advanced nursing practice in the provision of health care services to client/population groups.
- 1.2 Demonstrates accountability for practice in relation to the population/client group and the parameters of practice within health care settings.
- 1.3 Demonstrates nursing leadership that positively influences the health outcomes of client/population group and the profession of nursing.
- 2.4 Demonstrates confident and independent practice that is based on the synthesis of theory and practice knowledge from nursing and other disciplines.
- 3.1 Establishes therapeutic relationships with client that recognise the client in context and respects cultural identity and lifestyle choices
- 3.2 Contributes to clinical collaboration that optimises health outcomes for the client.
- 3.3 Actively involved in quality assurance activities that monitor and improve the quality of health care and the effectiveness of own practice.

## **MANDATORY COURSE REQUIREMENTS**

In order to successfully complete this course you are required to attend all Schools unless under special circumstances prior arrangements have been made with the course coordinator.

Students must complete all pieces of assessment to pass the course. Lectures, tutorials, electronic and other distance learning resources, practical and fieldwork may all be an integral part of the learning experience and participation in such activities is regarded as necessary.

## **EXPECTED WORKLOAD**

As a guide each 30-point course at the Graduate School requires students to allocate approximately 10 hours per point for directed study, reflection and assignment writing.

Consequently 300 hours should be spread evenly over the 12 week trimester, break, study week and exam period.

## **WITHDRAWAL DATES**

Refer to [www.victoria.ac.nz/home/admisenrol/payments/withdrawalsrefunds](http://www.victoria.ac.nz/home/admisenrol/payments/withdrawalsrefunds). If you cannot complete an assignment or sit a test or examination (aegrotats), refer to [www.victoria.ac.nz/home/study/exams-and-assessments/aegrotat](http://www.victoria.ac.nz/home/study/exams-and-assessments/aegrotat)

## **STUDENT FEEDBACK**

This course has had minor changes in format. The requirements of assignment 1 and 2 have been changed. Assignment 1 is now a class based exercise and assignment 2's wording has been refined. We will be asking for formal as well as informal feedback about the course this year and are keen to use this feedback to inform future development.

Student feedback on University courses may be found at [www.cad.vuw.ac.nz/feedback/feedback\\_display.php](http://www.cad.vuw.ac.nz/feedback/feedback_display.php)



## **RECOMMENDED READINGS/TEXTS**

There is no set text book for this course.

There is an expectation that you will browse the library and on-line data bases for inspiring books, journal articles and other resources on vision, innovation, leadership, management, service development and change in health care. Make use of the Victoria online library facilities to assist you in accessing the necessary and applicable information relevant to this course. These activities are central to the work of the course and you will be expected to contribute to tutorial activities and on-line discussions throughout the course. Don't feel you must limit your reading to material directly relating to the health care environment: look also to other disciplines such as business, psychology and the social sciences for relevant material.

During the course your lecturers, fellow students and guests will recommend reading material and/or other resources. References will be shared on Blackboard over the trimester.

## **TEXT BOOK PURCHASE**

Customers can order textbooks and student notes online at [www.vicbooks.co.nz](http://www.vicbooks.co.nz) or can email an order or enquiry to [enquiries@vicbooks.co.nz](mailto:enquiries@vicbooks.co.nz). Books can be couriered to customers or they can be picked up from nominated collection points at each campus. Customers will be contacted when they are available.

Copies may also be obtained online from <http://www.fishpond.co.nz/> or <http://www.amazon.com/>

## **BLACKBOARD INFORMATION**

Students enrolling for this course will need access to the Victoria flexible learning system (Blackboard) via the Internet.

Blackboard is an online environment that supports teaching and learning at Victoria by making course information, materials and learning activities available online via the internet. Blackboard provides web-based access to course content, assessment, communication and collaboration tools. Instructions for using this will be provided as part of timetable during the 1<sup>st</sup> School. Students will need to be able to access the Internet on a regular basis.

The following software, which is necessary for using material on Blackboard, is freely available to download from the internet if you don't already have it:

- Netscape Communicator v 4.78 or higher (v. 7.1 recommended) OR
- Microsoft Internet Explorer v. 5.2.x or higher
- MS Windows 2000 or XP/ MacOS 9 or Mac OS X.2 or higher

Other software: Adobe Acrobat Reader - free download from <http://www.adobe.com/products/acrobat/>

Microsoft Office or Microsoft Viewers. The viewers can be downloaded free of charge from: <http://www.microsoft.com/office/000/viewers.asp>

### **Computer skills required:**

- Internet browsing skills
- Basic word processing skills

### **How to log onto Blackboard**

- Open a web browser and go to [myVictoria.ac.nz](http://myVictoria.ac.nz)
- Enter your account username which you can find in your *Confirmation of Study* sheet
- It is usually made up of 6 letters of your last name and 4 letters of your first name
- Enter your password. If you have never used Victoria computer facilities your initial password is your student ID number
- Click on the Blackboard icon
- Alternatively, if you want to access Blackboard without going through the myVictoria portal, just log on at <http://blackboard.vuw.ac.nz>

### **Off Campus access**

Blackboard is available from any location where you can access the Internet. This may be your home, work or an Internet café.

**Problems with access?** Contact ITS service desk **04 463 5050**

## OTHER IMPORTANT INFORMATION

The information above is specific to this course. There is other important information that students must familiarise themselves with, including:

- Academic Integrity and Plagiarism: [www.victoria.ac.nz/home/study/plagiarism](http://www.victoria.ac.nz/home/study/plagiarism)
- Aegrotats: [www.victoria.ac.nz/home/study/exams-and-assessments/aegrotat](http://www.victoria.ac.nz/home/study/exams-and-assessments/aegrotat)
- Academic Progress: [www.victoria.ac.nz/home/study/academic-progress](http://www.victoria.ac.nz/home/study/academic-progress) (including restrictions and non-engagement)
- Dates and deadlines: [www.victoria.ac.nz/home/study/dates](http://www.victoria.ac.nz/home/study/dates)
- FHSS Student and Academic Services Office: [www.victoria.ac.nz/fhss/student-admin](http://www.victoria.ac.nz/fhss/student-admin)
- Grades: [www.victoria.ac.nz/home/study/exams-and-assessments/grades](http://www.victoria.ac.nz/home/study/exams-and-assessments/grades)
- Resolving academic issues:  
[www.victoria.ac.nz/home/about/avcacademic/publications2#grievances](http://www.victoria.ac.nz/home/about/avcacademic/publications2#grievances)
- Special passes: [www.victoria.ac.nz/home/about/avcacademic/publications2#specialpass](http://www.victoria.ac.nz/home/about/avcacademic/publications2#specialpass)
- Statutes and policies including the Student Conduct Statute:  
[www.victoria.ac.nz/home/about/policy](http://www.victoria.ac.nz/home/about/policy)
- Student support: [www.victoria.ac.nz/home/viclife/student-service](http://www.victoria.ac.nz/home/viclife/student-service)
- Students with disabilities: [www.victoria.ac.nz/st\\_services/disability](http://www.victoria.ac.nz/st_services/disability)
- Student Charter: [www.victoria.ac.nz/home/viclife/student-charter](http://www.victoria.ac.nz/home/viclife/student-charter)
- Student Contract: [www.victoria.ac.nz/home/admisenrol/enrol/studentcontract](http://www.victoria.ac.nz/home/admisenrol/enrol/studentcontract)
- Turnitin: [www.cad.vuw.ac.nz/wiki/index.php/Turnitin](http://www.cad.vuw.ac.nz/wiki/index.php/Turnitin)
- University structure: [www.victoria.ac.nz/home/about](http://www.victoria.ac.nz/home/about)
- VUWSA: [www.vuwsa.org.nz](http://www.vuwsa.org.nz)

## ASSIGNMENT NUMBER ONE

Assignment Name:     **Leadership goals**  
Due Date:             At Residential School, 30<sup>th</sup> July  
Weighting:            10% of final grade

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On the final day of the first School you will be required to identify at least two goals you will set for yourself to achieve over the coming trimester. One is to be an action or behavioural goal (something you will do in your working life) and one a learning goal (something you will explore over the trimester). You will present your goals to your fellow students and staff, and provide a written copy of your commitments.

We will discuss the task at the school, and you will have the opportunity to develop your ideas as you listen to guests and learn with your colleagues and classmates.

*This assignment addresses course learning objectives 4, and 5.*

## **ASSIGNMENT NUMBER TWO**

Assignment Name: **Essay: Theories of leadership and management in health**

Due Date: 12<sup>th</sup> August 2013

Length: 3000 words

This assignment is worth 40% of your final grade

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Reflect on your current role and leadership style using published theories and research in the leadership and/or management literature. You will be expected to give a succinct overview and critique of the literature and critically examine their applicability to the healthcare environment generally and specifically to your work environment and role.

This assignment addresses the following course learning objectives: 1, 2, 3, and 4

**Please submit this assignment via the Blackboard portal.**

## ASSIGNMENT NUMBER THREE

Assignment Name: **Case Study**

Due Date: 14<sup>th</sup> October

Word Limit: 4000 words

This assignment is worth 50% of your final grade.

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This assignment has three parts.

### **Part 1: Interview**

Identify a leader or manager within the health care system whom you admire. You will interview them to elicit their views on leadership or management. Some of the topics that may be covered in the interview are their views on the most important aspects of leadership, examples of challenges they may have faced, what they have learned as a result of their leadership or management role and any advice they have for you as a developing leader/manager. Take notes and listen carefully. Identify the main **themes** of leadership or management from this conversation.

**You must explain that the activity is part of your Victoria University of Wellington course, and that you will use the information for your learning only. Anonymity of the individual and their institution is required in your written submission.**

### **Part 2: Thematic analysis and literature review**

Keeping the themes of your interview in mind, search the literature for relevant publications which examine these themes. You should include in this search evidence which supports or refutes your previously held understandings and/or which demonstrates application of these themes to the healthcare environment.

### **Part 3: Written submission**

Write an essay which includes a succinct outline your choice of interview candidate and briefly describes the interview process. Identify the emergent themes from this interview and provide a critical analysis of the literature you explored. Consider how and if you will apply these concepts to your practice.

This assignment addresses the following course learning objectives: 1, 2, 3, 4 and 5.

Please submit this assignment via the Blackboard portal.



## HLTH524 Leadership and Management

### Student Responsibility Statement

This is to state that I have been given information and an explanation about my ethical responsibilities in HLTH 524. This course is at the Graduate School of Nursing, Midwifery & Health, Victoria University of Wellington. I have understood this explanation; and I have had the opportunity to ask questions and have them answered to my satisfaction.

I understand that by continuing enrolment in this course I agree to participate in the broad processes and parameters of the course as identified in the course outline. I understand that if I have any concerns about the processes or particular needs in relation to the course that I can discuss these with the Course Co-ordinator and negotiate to modify requirements of the course. In particular I undertake to:

- Continue to work within professional Codes of Conduct, relevant legislative frameworks and the governance, rules and contracts of my employing organisation for any work undertaken in the course
- Ensure that work undertaken for this course does not constitute a formal research project and that all work undertaken is clearly defined and remains within my scope and area of practice and professional boundaries
- Seek managerial approval for my plans before proceeding with any workplace initiative
- At no time in the course seek information from, or apply interventions to patients/family or whānau that are beyond my scope and area of practice
- Maintain a high degree of ethical and moral comportment, with particular consideration of confidentiality issues when deciding what and how to record, work with, and share case reviews
- Treat confidentially of practice-based information shared within the context of the course, as required by my ethical considerations, professional ethical Codes, workplace and legislative requirements
- Treat peers sharing their work and practice experiences with respect and consideration.

Signed:..... Date: .....

Name of student:.....